International Journal of Experiential Learning & Case Studies
1 : 1 (June 2016) pp. 66-87

Differentiating Through Liberal Arts in University Education

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"Make Habib University your home for the coming four years. You won't find a more supportive environment anywhere else. You'll encounter challenges you have not experienced prior, but you will be surrounded by talented, caring professors and students ready to treat you like a member of their family, to provide you with whatever you need to cultivate yourself with."

(Wasif Rizvi, CEO)

It was in the winters of 2009, when Wasif Rizvi sat in his office along with his team members, designing the blue prints of Habib University (HU) Infrastructure that would be established in Karachi. His determination was a result of his education at Harvard University and his experience in Educational Development in the United States of America.

This inspired him to introduce the concept of combining Liberal Arts with various disciplines of study to offere students, coming from diverse backgrounds, to adopt new methods of acquring knowledge. This would be the breakthrough moment for HU as it would redefine the existing educational boundaries in Pakistan.

HU has become the pioneer in bringing innovation within the education industry of Pakistan. The quantum leap of value was sought on the liberal core which was based on the philosophy of "Yohsin" i.e. deepening its roots on collaboration and mutual respect among each other and the society at large. This is what he envisioned to promote among the students and bring to them consciously the missing element of life. The big picture of HU revolved around its strategy of "Always be Different from the Rest".

However, thorough researches of the education industry have shown that major players of the industry have focused on becoming too business-centric, losing the essence of offering new and different fields of study. Therefore, Habib University aims to offer the students more options in developing their career for the future and giving exposure to various fields of disciplines that would enhance their Intelligence Level and form new perspective.

EDUCATION INDUSTRY OF PAKISTAN

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The education industry in Pakistan has suffered from issues due to lack of budget allocation and inefficient utilisation of mindset that refrain a specific gender to study while preferring the other. The main problem students face is the opportunity to get admitted somewhere with a low fee structure because majority of them belong to middle class backgrounds therefore they wanted to inculcate this factor in their model of the university.

According to recent statistics, there are 260,903 institutions that are facilitating 41,018,384 students and 1,535,461 teachers. Number of public institutions are 180,846 whereas private are 80,057. Hence 31% educational institutes are privately run and the rest are public.

The drawback of service industry especially education is the inadequate allocation of budget which is influenced by political decisions and involvement of political parties in the administration. The current government has taken steps like Vision 2030, has charted goals to raise expenditure on education sector and skill generation from 2.7% of GDP to 5% in 2010 and 10% in the next year. The rising fee structure due to the increasing number of private colleges and universities threatens to put higher education out of reach for the low-income families in particular. The growth in fees, though provision of resources is appreciated, is not backed up by the scholarships and financial assistance. Thus many students are left out in the economic cracks of this sector. In Human Development Report, Pakistan is placed at 134th position out of 177 countries of the world and education is a major indicator in human development index. We may be conclusive about the ground reality that people in the 6th largest country of the world have no access to the basic education even.

Society's emphasis on paternity and female modesty is a hindrance to alleviation of poverty, cultural constraints and illiteracy. Enrolment of girls in rural areas is 45% lower than that in urban areas whereas for boys the difference is 10% only. This reflects that gender gap in the field of education. In addition, the social security, safety and mobility are concerned elements of parents who are willing to send their children for higher studies.

In Pakistan, Universities ignore the importance of technology and its impact on the individual growth of students. Many students do not get the opportunity of high technological expertise leading to achieve high end jobs in organizations.

HABIB UNIVERSITY: ITS GENESIS

Habib University was an initiative of the largest conglomerate of Pakistan, The House of Habib Group of Companies. With a presence in 16 industry sectors, The House of Habib's next initiative was Habib University. This project started in 2009 but its First Session started in August, 2014. To design the Campus of HU a limited design competition was held amongst top four architects of Pakistan.

This design represents the concept of Interdisciplinary approach of Liberal Arts and Sciences is one of its kind in Pakistan's tertiary education sector. It has received great appreciation as well.

The adoption of interdisciplinary approach has been inspired from Texas A&M and Carnegie-Mellon, based in Qatar who are the major collaborators of Habib University. HU identified that there was a dire need of students to be technically skilled but also have sound knowledge of

the society and the people living in it. It is very important to learn to interact with people and understand them as according to Mr. Sibtain Naqvi "The world can not only survive with doctors, businessmen and engineers, but it needs people with sound capabilities to survive in the society". Habib University takes great pride and honor to promote its Liberal Art degree programs which have been carefully thought and designed by some of the most renowned curriculum planners and teams from Texas A&M and Harvey Mud college of Liberal Arts. The basic idea to promote this in Pakistan was to help students be more aware and knowledge based about society through subjects like philosophy, anthropology, social science, sociology, political science and environmental studies.

VISION OF HABIB UNIVERSITY

The vision of Habib University is: "To show dedication towards enriching the lives of Habib University's students, and engaging society through teaching, research and service."

The vision focuses on enriching the lives of students and developing their knowledge base which would mold them into critical thinkers of the society. The purpose of Habib is not only to promote the liberal arts field but also to benefit the society by creating a future generation that is humane successful in professional life.

MISSION OF HABIB UNIVERSITY

Habib University's mission is to:

- Educate promising students from all backgrounds, thereby enabling them to become competent, caring and critically-conscious members of society.
- Engage outstanding academics with a passion for teaching to work with our students and enrich their minds and lives, helping them contribute positively to the larger community.
- Promote creativity, academic freedom, and the exchange of ideas in an intellectually-stimulating environment characterized by mutual respect and collaboration.

Analyzing Habib University's strategic themes, it is quite transparent that it focuses on three main objectives; educational contribution, social contribution and designing Habib University. The objectives were mostly to inculde diverse disciplines and help actively encourage social engagement and introspection. Secondly openness is facilitated with the city, offering opportunities for constructive contact. Lastly, human development is the most essential element for nation building and utmost important to be ameliorated and created for study.

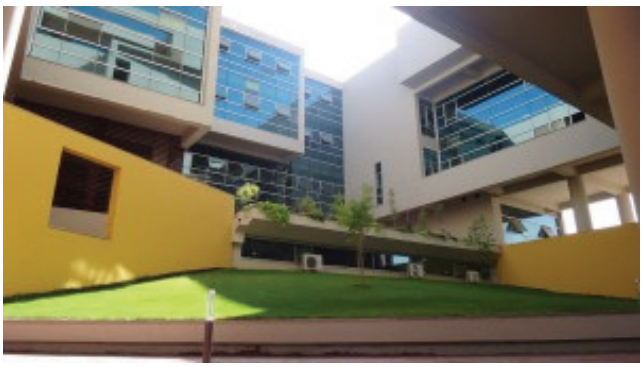
WHAT HU OFFERS

Habib University offers a range of diversified degree programmes for students who have interests in liberal sciences and humanities with a combination of those students opting for sciences and engineering. There are two main schools including:

a. SCHOOL OF ARTS, HUMANITIES & SOCIAL SCIENCE

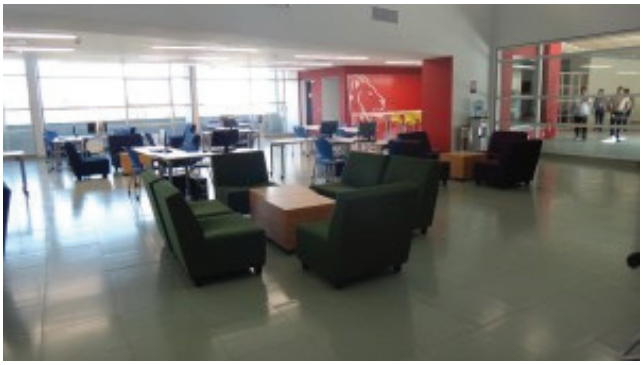
1. BSc (Honors) Social Development & Policy: Employing a trans-disciplinary approach to the study of social problems, the program integrates perspectives and skills drawn from a wide range of disciplines, including:

- Anthropology
- History
- Economics
- Sociology
- Political Science
- Religious Studies
- Philosophy
- Literature
- Environmental Studies



2. Bachelor in Social Development and Policy: Students in the major of SDP are required to finish a total number of 35 courses, 14 of which are in the SDP major itself. These include compulsory courses covering key topics in theory and method, field practice requirement, senior thesis requirement, as well as elective courses in the following thematic concentrations:

- Poverty and Inequality
- Governance and Human Rights
- Urban and Community Studies
- Culture and Expression
- Ethics and Social Justice



3. BA (Honors) Communication Studies & Design: HU also offers bachelors in communication studies and design which integrates the courses with liberal arts and sciences, and offers a unique blend with state of the art studio.

b. SCHOOL OF SCIENCE & ENGINEERING

1. BS Electrical Engineering: The curriculum provides comprehensive knowledge in mathematics and basic sciences, computation, electronics, electrical power systems, electromagnetic, telecommunication systems, automation and control systems. There is a strong focus on undergraduate research. Students will have the opportunity to specialize in Power Systems, Telecommunications, or Electronics

2. BS Computer Science: Habib University's Computer Science programme takes students behind the scenes to show them how it is done. World class academics, each an expert in their own field, teach topics ranging from programming, computer architecture, software engineering, to computer graphics.

MANAGEMENT HIERARCHY

Habib University follows a president-provost model instead of a principal-vice chancellor model. With reference to the hierarchy given in **annexure**, HU has provosts of operations and academics. Provost academics supervises the deans of all schools i.e. engineering, arts, research and science, whereas provost operations handles the working and management of the university as a whole consisting of procurement, human resource management, security, marketing, finance and communication. All the sub heads and deans report to their respective superiors on a weekly or monthly basis. In order to amend any part of course or propose suggestions, consensus is arrived at and then the unanimous decision is handed over to the President.

OVERCOMING THE CHALLENGES FACED BY HABIB

Attracting Students towards HU

Numerous uncounted challenges were initially faced by Habib University as they first entered into the market. Firstly, by offering a new form of education of liberal arts in Pakistan, many potential students were reluctant and uncomfortable to take the risk and opt for this career path. This was just not about arts or humanities offering but the end result of their four-year degree programs which were at stake. The challenge of addressing students about future prospects after enrolling in these degree programs required a strong step of generating awareness which HU did by holding open houses in different high schools and colleges. The challenge of recruiting high quality students has intensified in recent years due to a number of factors, as potential candidates migrate abroad for studies or prefer other universities over newly formed one.

HU's marketing team networks contacted several student counsels committee of different schools and proposed the idea. It visited various schools and colleges for e.g. Le'cole, Lyceum, City School, Aga Khan College, and Commecs and shared the HU's competencies and core valuation with all the students. They educated them about the unique offering of HU in terms of degree programme and highlighted the future projected careers that they could have once they graduated and how they could help to build the society to become a better place for everyone to live in. University open houses, student tours and sponsoring events such as theatre, arts and seminars it proved highly profitable to HU and allowed huge number of potential students to opt for admission at HU.

In order to overcome the challenge of recruiting talented students, HU opted to implement their specially designed Student Outreach Programs. The facilities of offering financial packages were also used to attract them.

The second concern faced by HU founders was the fee structure of HU which was expensive for many to afford in economic turmoil. These two challenges were addressed in various ways . By giving a clear message, HU is the institution where students' admissions does not depend on their financial standing. Once after getting admission into HU, the process of granting financial aid and loans is taken into account. Currently, 67% of students are on scholarship.

ATTRACTING THE PARENTS

As far as students careers are concerned, Pakistani parents play an integral role in shaping, deciding and forming the areas of interests for their children as they are the main finance providers. Hence, while attracting the masses of students towards HU, they had to also convince the parents in the process as the ultimate decision would lie with the parents to send their children to a well reputed university.

To cater to this challenge HU conducted various workshops, interactive programs and awareness drives for parents to attend where different industry leaders were called to speak to them. They highlighted the benefits of this type of education and its growth potential over the years. They did this by providing pamphlets and brochure booklets that also included comparative costs of studying in the US based university and HU.

Habib University
shaping futures
In partnership with
Call for Faculty Applications
• Communication Studies and Design
• Computer Science
• Electrical Engineering
• Social Development and Policy
Deadline Application: November 15, 2011
http://www.huf.org.pk/habibuniversity/Faculty.aspx
The Habib University Foundation is establishing a world class center of excellence in higher learning in Karachi, Pakistan. Beginning in Fall 2013, Habib University will offer undergraduate programs with a unique interdisciplinary education in Science, Engineering, Arts, Humanities and the Social Sciences. The University is being established in partnership with Carnegie Mellon University and Texas A&M University in Qatar.
Habib University is seeking candidates with excellent teaching, and scholarly credentials who have passion for undergraduate education, intellectual curiosity, and the ability to communicate and work well in teams, The University will offer opportunities for faculty to pursue research and scholarly advancement across the Arts, Humanities, Social Sciences, Sciences and Engineering. As academic leaders, faculty will have the unique opportunity to build a new institution, shape programs and foster synergies across fields.
Habib University is inviting applications for faculty positions at all levels (assistant, associate or full professor) in the following disciplines:
School of Science and Engineering (details of these positions and programs are available on the website)
• Bachelors of Science in Electrical Engineering
• Bachelors of Science in Computer Science
www.allpaperjobs.com
School of Arts, Humanities and Social Sciences (details of these positions and programs are available on the website)
• Bachelors of Arts in Social Development and Policy.
• Bachelors of Arts in Communication Studies and Design.
Candidates with higher education from North America, and international teaching experience will be preferred.
Applicants need to submit an application form with supporting documents (cover letter, CV, university transcripts, teaching statement, representative publications and contact details for three references) in PDF format to recruitment@habibuniversity.edu.pk
The application form is available on our website http://www.huf.org.pk/habibuniversity/Faculty.aspx with other instructions and information on how to apply. If you have any questions, please write to recruitment@habibuniversity.edu.pk
Habib University is an equal opportunity employer.
A project of Habib University Foundation

They made multiple videos and products around this notion showing what type of leaders' are developed from liberal background education giving examples of renowned leaders in Pakistan as well as globally. Using these techniques they were able to overcome the challenges at hand.

ATTRACTING THE FACULTY OF HU

The most important core element for any successful university to run its operations is the need for highly qualified and well reputed faculty members that represent the university to the audience. Habib University's biggest challenge was to attract these high profile faculty members within Pakistan and internationally so that students would get maximum exposure related to their field of interest. They saw that the problem was within the boundary of faculty members who were readily unable to switch their jobs offer to their services at a university that had just emerged. This also led to job insecurity.

By compiling a resourceful list of faculty members having strong educational backgrounds and teaching experience in top North American universities, along with the faculties from NED and LUMS, HU's recruitment team contacted them personally while considering the requirements and their achievements. For attracting foreign faculty members, advertisements were placed in the education based publications which were read by professors on regularly base. Advertisements were also placed all over Pakistan to recruit high standard professors by offering competitive packages.

LEVERAGING THE KEY COMPETENCIES

One of the key factors that gave HU a sustainable competitive advantage to build a reputation was its association with its parent group - The House of Habib. HU is the pillar of innovation for Habib Foundation Trust and the brand itself reflects loyalty and commitment. Hence, the consumers have blind trust on it due to the brands past performance in different sectors.

Teaching methodology

The teaching methodology is a vital component in developing an all-rounder individual that can contribute to the fabric of Pakistani culture and society. They cannot be in isolation and yet want students to be competitive in global environment. With a student faculty ratio of 12:1, it is ensured that the class room assignments give enough time and space for students to learn. Students are mostly encouraged to bring devices such as laptops and tablets rather than course books. This portrays that the method of imparting knowledge is not only confined to the number of chapters in a book, but goes beyond conventional methods by capitalizing on the digitalization era. It also includes reference materials provided to students before the commencement of semester, videos and webinar sessions such as workshops and thematic events, gallery visits for experiential learning, delegation of subject lectures by faculty to the students and allotment of group capstone projects in the fourth year.

Curriculum

Habib University's School of Science and Engineering (SSE) held a curriculum workshop at Texas A&M University in Qatar on May 13th and 14th, 2013. The aim of the workshop was to create internationally recognized, contextualized curricula for its programs and learn from the experiences of relevant academic experts.

Habib University's curriculum development is an ongoing, continuously evolving and innovative process that was aided immensely by the contribution of accomplished academics at the workshop. Faculty integration from both institutions met together to discuss their ideas and experiences in order to design the SSE curriculum. Along with Habib University's Dr. Charles Timothy Spracklen, Dr. Nauman Naqvi, Dr. Shahid Shaikh, Dr. Hasan Ali Khan, Dr. Waqar Saleem, Ms. Tatheer Hamdani, Mr. Rehan Azhar, Mr. Sibtain Naqvi, the sessions were attended by several professors from regional universities, academicians from Texas A&M University Qatar and Carnegie Mellon University, Qatar and industry professionals. The discussions and feedback helped in creating a holistic learning experience that developed an understanding and appreciation for innovation, entrepreneurship, and professional ethics.

The liberal core consists of 6 courses (24 credit hours for all students enrolled in the 4 schools of thought) taken in first 3 years of university studying. The topics cover modernity, creation of Pakistan, history of modern South Asia, Islamic thought, Western philosophy, Globalization, Science and Technology. Apart from disciplinary studies of respective schools, communication and design programmes include topics from Journalistic reporting, Public discourse and Creative writing to Web Design, Graphic Communication and Film Making. Students have 3 streams of concentration to choose from: Media and Communication Studies, Communication Design and Moving Image Media Production. The curriculum emphasizes

greatly on the excellence of the student development skills and capabilities that would be required in the corporate world once graduated.

THE GIANT PLAYERS

With great emphasis placed on building a more sophisticated economy, Pakistan aims to give top priority to the higher education sector to produce highly educated personnel and quality research. Market trends portrayed by biggest competitors of HU in the industry namely Agha Khan School of Social Science (AKSS) and Lahore University of Management and Sciences (LUMS) were analyzed, who were making the initiative to introduce Social Science schools of thought in the tertiary sector.

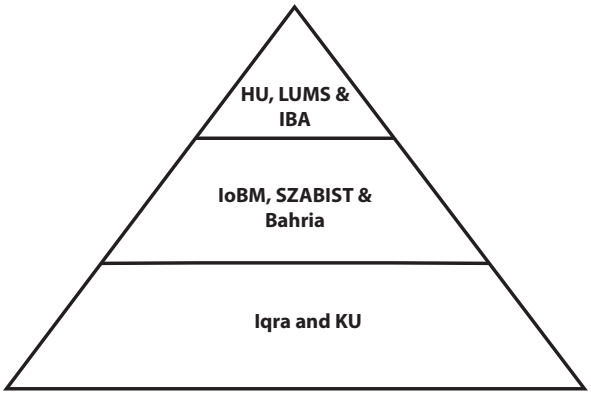
They simply introduced social science degree programmes for students who wanted to pursue their careers in this field but were offered limited options to choose from. Many students gave least priority to social sciences as part of career building. Keeping in context the current market position of players catering to this need of students HU's competitors such as; Institute of Business Administration (IBA), NED University, and LUMS were identified.

With continuous in-depth analysis and vigorous market research, success factors of competators were indentified. Further it was found that core Liberal Arts concept was rarely found among the students who were not exposed to such liberal paradigm shift.

WHO WILL WIN THE RACE?

The race against time to prove your worth in this competitive industry posed as one of the many challenges Habib University had faced as a new entrant with a liberal core philosophy. Habib University initially did its demographic segmentation of its potential student pool through which two groups of ultimate students emerged, the "traditional" (Fresh High school graduates) and "nontraditional"(Everyone else & older working students). Since the traditional market norm for each player was to target the customary students pool and the nontraditional student pool, HU's focus narrowed towards full time students applying for 4 year Bachelor Degree Program. The competitors focused on targeting both these strategic groups as potential customers by offering undergraduate as well as postgraduate programmes to cater accordingly.

These potential students were basically classified into three segments; premium, middle class, and lower class. Habib University main focus drifted to catering to the middle class potential students for whom price-sensitivity is one of the biggest hurdles that they face when seeking admissions in any university. Being conventional players of the industry, the main focus revolved on attracting premium class students who could afford the fees charged for the respective degree programs. This led to many middle class students opting for other universities that offered similar programs at affordable price. Habib University strategized smartly in offering various fee structure facilitations including merit scholarships programs, student loan facility with 1% interest charge per installments by Habib Metropolitan Bank Ltd. This made admissions to HU easy and convenient for students coming from diffrent social stata. Thus contributing to their competitive advantage. (See Exhibit 1 and 2)



ASSESSING THE MARKETING AND SALES STRATEGIES USING VALUE INNOVATION TOOLS & FRAMEWORK

Marketing mix

Habib University offers eminent degree programs of liberal arts combined with Engineering disciplines which allow students to gain knowledge of both the disciplines by collaborating with each other. This approach is the pioneer of a new direction that HU has proceeded towards, simultaneously developing its students in all fields of study to be sound individuals of the society.

Habib University fee structure is quite different from other universities as it charges premium amount per semester. It also offers different financial aid programs for students from all backgrounds who wish to study at HU. Exhibit 3 shows the fee structure of HU.

The campus is located on the outskirt of Karachi near Jinnah International Airport which initially posed to be a challenge when Habib University was being established in the year 2009. Since conventionally all universities' are located within the city of Karachi, Habib University uniquely defines its existence in this area. Exhibit 4 shows its location and surrounding developments done by HU.

Being a newly established University, Habib University Foundation (HUF) has left no stone unturned in attracting students towards experiencing the state of the art campus of HU and its programmes. It targeted its audience via social media platform like Facebook, Instagram and Twitter to create awareness among the masses. It relies heavily on word-of-mouth strategy since the student's feedback and opinions of the HU experience are of great importance for HU to build its brand recognition.

The aim to be virtually present and create vitality to increase brand equity has allowed a constant interaction with students, giving HU a competitive edge by being proactive with students. Through its Outreach Programmes Habib has also penetrated deep into the society targeting students from all backgrounds in all areas.

MARKETING STRATEGIES OF HU

Print media mode of advertisement

As a newly established university, Habib has always opted for traditional mode of advertising i.e. print media. For the purpose of endorsing its uniqueness, it advertises in magazines and newspapers such as The Daily Dawn to reach the masses in both, urban and rural, areas of Pakistan to offer an opportunity of getting admissions purely on merit base. (For recent advertisement refer Exhibit 5)

Active Presence on Social Media

Being a newly established Liberal Core University, has left no stone unturned in attracting students towards experiencing Habib for themselves. By using social media as a platform to reach its audience, it actively engages students via online portals and newsfeeds and keeps them updated on HU events and festivals happening on campus.

Word-of-Mouth Strategy

It relies heavily on the word-of-mouth, hence the students' feedback and opinions of the HU experience are of great importance for HU to build its brand recognition. The positive reviews, given by the HU students themselves act as a catalyst to attract more students towards Habib University.

Interactive HU Experience

The aim to be virtually present and create vitality to increase brand equity has allowed for a constant interaction with students, giving them a competitive edge for being proactively involved with the students. Through its Outreach Programmes, HU has also penetrated deep into the society targeting students from all backgrounds in all areas.

HU android app

Being part of the modern technology era, HU recently launched its mobile application for students. to download and use this app to navigate through the campus and get all the required information simply by a touch away.

Student Festivals and Events at Campus

Learning and developing of oneself is a continuous process at HU, hence it heavily invests in organizing events and festivals throughout the year. It taps into all the different cultural events that we as one nation share, such as Haveli: Daastan-goi a story telling event, Sukhan: Recitation, Oration from poetry and prose. Other informational events also include Development with Dignity: The "Trickle Up" Effect, TRAVELLING FILM SOUTH ASIA 2016, Karachi Art Biennale 2017 etc. These events are open for non-HU students as well.

SEGMENTATION MATRIX

The segmentation matrix shows the percentage of enrollments in different disciplines of

the competing universities in 2014. As depicted, LUMS had a total intake of around 2000 students, out of which 52% of the undergraduates were enrolled in the management sciences program. IBA had a total intake of around 4900 students, including graduate and undergraduate enrollments and majority of the students were enrolled in the management sciences program.

Competitors	Segments						Total enrollment (%)
	Management sciences	Medical science	Law	Engineering	CS	Social sciences	
LUMS	52	31			9	8	100
IBA	74				18	7	100
NED				70	27	3	100
KU	20	40	14	5	12	9	100
Habib				33	32	35	100

Figure 2.1: Segmentation Matrix

On the contrary, NED had 70% of the undergraduate enrollments in engineering and the University of Karachi had a visible share in all the disciplines. Yet comparatively less induction in social sciences and computer sciences programmes can be seen which is incorporated by Habib by adding another discipline "liberal arts", inspired from American universities. Habib has identified the underserved disciplines of education and offered an unprecedented value by offering interdisciplinary approach in its curriculum.

VALUE INNOVATION LOGIC OF HABIB UNIVERSITY

Habib University has tried to differ from the conventional methods adopted by all Universities in both private and public sector. These differences determine the eventual success of the company.

MAPPING THE ACTIVITY SYSTEM

Provost management system of HU has been identified as a distinct management style. Operations provost supervises the Education support centre as a whole. The finance department, student marketing and recruitment department and student centre report directly to Educational and Academic Support Centre. Student marketing and recruitment team deals with the admission process, hiring faculty members and proposes campaigns of marketing such as the outreach program. All the proposals and budgets are sent to the finance department for approval which then sends it to the Planning and Development department. Student centre

	Conventional Logic	Habib University
Industry Assumptions	Universities offer standard Programs related to Engineering, Business or Medicine to students.	Introduced the Interdisciplinary approach of Engineering and Liberal Arts as a combination of studies.
Strategic Focus	All Universities focus on beating their Competitors by claiming to be the best in their respective programs to attract potential students.	Concentrates on bringing innovation to students with new disciplines making competition irrelevant.
Customers	Retains and Expands its student base by offering more preferred programs in all diversified fields and raise profitability.	Focusing on building a more student centric environment through which world class, competent graduates are developed to meet global/local challenges.
Assets and Capabilities	Expanding geographically with new Campus infrastructures for convenience. It increases number of student intake and recruits more faculty to cater to this intake.	State of the art infrastructure built in one campus. Penetrating more towards the interior areas through its marketing strategies. Recruited renowned foreign/local Professors worldwide for different disciplines for each degree program.
Product and Service	Numerous programmes offered in competition to other universities which are offering similar programs.	Initially four degrees offered for both fields of study. High-end-security measures and exposure through global events and exchange programmes to US Universities.

Figure 2.2: Five Dimensions of Industry Assumption of Habib University

deals with the placement of new students in the 2 schools, placements in summer school, while some of its members form the student counsel and registrar to help students in fee payment, admission procedures, and organising applications for financial aids and scholarships. The activity system as a whole is integrated in a way that several departments report to each other for efficient flow of information.

STRATEGIC PROFILE OF HU

Habib University's profile consists of three elements namely; focus, divergence and the

compelling tagline. From the initiation of this project, the founder's focus was to provide students with a unique experience of liberal arts and science programmes that are designed as per the curriculum of international universities. To provid quality education and to make a state of the art campus with modern equipment for a quality environment, it was mandatory to give the required comfort level to students.

HU has proved its divergence by keeping the first stone of interdisciplinary approach that has not been seen in Pakistan. The essence for teaching courses lie in the perfect bits of each discipline experienced by the student while opting for courses, and this is how it aims to develop diverse and multi-skilled professionals.

The final element of a strong profile is a compelling tagline that must not only deliver a clear message of offerings but should also reflect the organisational vision truthfully, or else the message will not be conveyed and people will lose interest. HU's tag line "Reshaping Educational Spaces, Shaping Future" describes its focus in a transparent way.

STRATEGY CANVAS

The strategy canvas is basically a tool to visually show how a company will or has created a blue ocean strategy. It is used to plot how the current competitors compete in the market space, what factors they compete on and how the company and its competition score on each key factor. It is also used to show how a company can change its focus to separate itself from the competition and attract non-customers currently to become customers. It is a basic line chart with the competing factors along the x-axis and the offering level along the y-axis.

The four stages consist of

1. Visual Awakening: 'As-is' strategy and competitor analysis of the education industry for HU

2. Visual Exploration: Identified pain points of indecisive students and their readily acceptance of studying Arts and Engineering.

3. Visual Strategy Fair: They decided to innovate within the industry on the notion of interdisciplinary approach and infrastructure contemplating over different value curves for the 'to-be' strategy.

4. Visual Communication: After the formulating the desired strategy, it was critically important for it to be communicated to stakeholders and the management.

The graph in Exhibit 6 shows the comparison of the next best competitor and industry before initiation of HU. The main focus of the industry by mostly on inclination towards Business Degree Programs with less focus towards Medical and Engineering field of study and low proportion for Arts and Social Sciences programmes. The factors shown in the graph represented the education industry in Pakistan is being led and channeled through conventional methods of teaching, relying only on bookish knowledge and not focusing on its practical implementation. Though all sorts of programmes are offered in the education sector, be it a bachelors in agriculture or business, yet the integration of programs is not present.

SUMMARY OF HU'S VALUE CURVE

From the graph in Exhibit 6 it can be deduced that Habib University Curve has immensely differentiated itself from the competitors through tapping the Blue Ocean market elegantly and profitably. HU did this through the following way:

Eliminated: Conventional Teaching Methods & External Sponsorships

Reduced: Post Graduate Programs

Raised: Campus Infrastructure, Qualification Level of Faculty Recruited & Tuition Fee

Created: Interdisciplinary Approach & Student Comfort Level

The value HU offers is the "Interdisciplinary Approach". This factor of combining two different fields of study has been highlighted throughout the strategy formulated by HU. The belief that students should possess not only technical skills and knowledge to excel in the corporate world but have sound knowledge and capabilities of the corporate world. As per this factor, HU outstands its competitors with a complete different Business Model to attract more students (See Exhibit 7 for ERRC model).

IN DEPTH ANALYSIS OF THE FACTORS

Conventional teaching methods: HU offers interactive virtual classroom teachings where a teacher delegates a student to explain and give a lecture to the rest of the class. It has reduced dependency on paper work and course material is provided to students beforehand and every aspect of learning i.e. assignments, reference material and project material is digitalized.

No External Funding: Apart from its commercial accomplishments, Habib University is equally famous for its philanthropic contributions to the development of the Pakistani society. Hence, HU receives all its major funding from HUF, and no external bodies are involved.

Limited Degree Programmes: Habib University has initially introduced only 4 Degree Programmes for students which can later pose as a challenge since, mostly students are directed towards predetermined field of study to opt for. Also, inclining towards developing the students' mindset through exposure to different disciplines, HU's decision to offer postgraduate degrees is in the pipeline for the longer run.

Tuition Fee: Habib University has ensured an exceptional learning environment to students and therefore, the premium amount charged reflects the worth of its commitment to quality. The semester fee includes all the recreational facilities for the students and the state of the art equipment and technology available.

Highly-qualified Ph.D. Faculty: Habib University has collaborated with two top-most reputable universities in the United States of America. Foreign Professors are encouraged to come and teach the students of HU holding degrees and qualifications from top most learning institutions. With a targeted student/faculty ratio of 12:1, the University helps students pursue unique paths that are in line with their individual passions and interests.

Campus Infrastructure: The campus design correlates to the design philosophy pertaining to integration and collaboration among the students. It has imported most of the equipment for many of its programs and provides astounding facilities such as a modern library setup with numerous computers at student's disposal, a 320 seater amphitheatre with exceptional multimedia equipment and comprehensive IT Labs for the students to enhance their learning. It has recreational activities aligned for students such as gymnasium, tennis court, basketball court, swimming pool and jogging tracks.

Interdisciplinary approach: Habib University is the pioneer of introducing the western concept of learning Liberal Arts and Sciences. It seeks to inculcate modern learning to the students through mutual discussion and interactive methodologies. The main aim of interlinking the two disciplines is to promote robust learning in the society, as there is a huge gap existing in the education sector.

External collaborations: It has collaborations with the University of USA Texas A&M at Qatar, Carnegie-Mellon, Stanford, Harvey Mud and most recently with National University of Singapore (NUS). This collaboration has been beneficial in forming the curriculum of HU programs, Student Exchange Faculty Development. The curriculum has been designed with the help of professors belonging to these universities and it has been made sure to focus on modern education methods.

Student Comfort: HU emphasis on student comfort facilities with luxurious student centers and student lounges for relaxing after long class hours. These centres include swimming pools and tennis courts etc. They have all the latest equipment in the gymnasium ensuring student health and wellbeing, comfortable chairs and sofas in the library, classroom and labs. Special designs of chairs have been kept in consideration as students have to sit long hours. Such a degree of appeal and support to students has not been seen in any university of Pakistan

SIX PATHS FRAMEWORK

According to Habib University pioneers, the world doesn't only need engineers, doctors and businessman to function but more sound human beings to understand and collaborate with each other more autonomously. Habib University is trying to revolutionize and define the education sector parameters to stand out among the competition and recreate the learning experience through its philosophical ideology.

Looking Across Strategic Groups

Habib University has created its market space by positioning itself in between two strategic groups which are mainly the institutions with engineering degree programs and those institutions offering any humanity degree programmes. It operates by offering a combination of both engineering and arts (Social Sciences) to students who will study their core degree requirements but will also be studying other disciplines subjects. This value innovation through interdisciplinary approach is one of its kinds in the Pakistan, as all universities are either business-centric, purely engineering-centric, or medical fixated. Just as LUMS/IBA focus on offering best business degrees and NED/NUST for engineering focused students, it wants their clientele feel free in choosing discipline.

Looking Across Complementary Product and Services

There is untapped value hidden in complementary products and services. The key to success is to provide a buyer with a complete solution when they choose a product or service. A simple way to think about this is to think what happens before, during and after the product is used. Companies create a new market space by zeroing into the complements which take away value from their products and services. This is what HU tends to do by offering Liberal Arts degree Program with the interdisciplinary approach. It is attracting students through exchange programmes affiliated with renowned universities in the United States of America. One such university is the Stanford University being exclusively famous for its humanities and science programmes that students opt for. In the longer run, the prospect of these exchange programmes allow students of HU to continue their studies after graduation in the field of Arts with accredited Universities in the U.S.A.

THE GAP IDENTIFIED

Private sector focus: HU identified the existing gap, analysed through the research conducted by a number of business schools and lack of private institutions offering science, it was an opportunity in disguise to establish an institute what students and their parents actually desired for.

Building a team of faculty: Another gap identified in the industry is the indefinite rule of hiring only PhD's in their universities to increase the worth of their university. Knowledge is judged by the number of degrees a faculty has whereas this is not the demand of ultimate consumers i.e. students. A current social trend indicates that due to below standard performance of universities in general, parents send their children abroad to study. Here is where the pain point lies; sending a child abroad alone to study from a university that hires best professors in terms of teaching. Thus, HU offers faculty of same international standard in Pakistan to give a feeling to the parents that their child can study and excel while staying with them, in the same manner like in a foreign university.

Integrated course structure: It offers the combination of studying your preferred discipline while simultaneous integrating it with other disciplines. For example, if any student chooses to build a career in the field of Arts and Humanities, they are open to a variety of selective courses they can opt for to study and understand its essence. However, there are some pre-requisite courses which will be thought to both Arts and Engineering students of which the students should possess the knowledge and skills in order to enter the corporate world once graduated.

Facilities for students: The HU campus is in alignment with the Philosophy it follows as the entire campus is integrated, connecting each facility with a wide spread of classrooms in different directions. It provides a mixture of laboratories and classrooms side by side with the library on the lower floor attached to the student centre. By analyzing the course structure and emphasising on students' personal life. HU, unlike others, wants its students to be better human beings and offers its students what they need during study hours and relaxation time.

THE WAY FORWARD

With the initiation of this project in 2014, it can truly be said that it has a long way to go as institutes are built to serve the students forever. In a very short span of time, HU has been able to give a competition to big players in the Business discipline and Sciences, be it LUMS, IBA, NED etc. It has a keen focus on student centricity, has a campus with a vision and programs that are aimed to have an impact on the society as a whole. Their unswerving thirst to serve the disciplines that have a potential but are not a primary focus of the modern society, is the reason why the founders came up with this unparalleled idea.

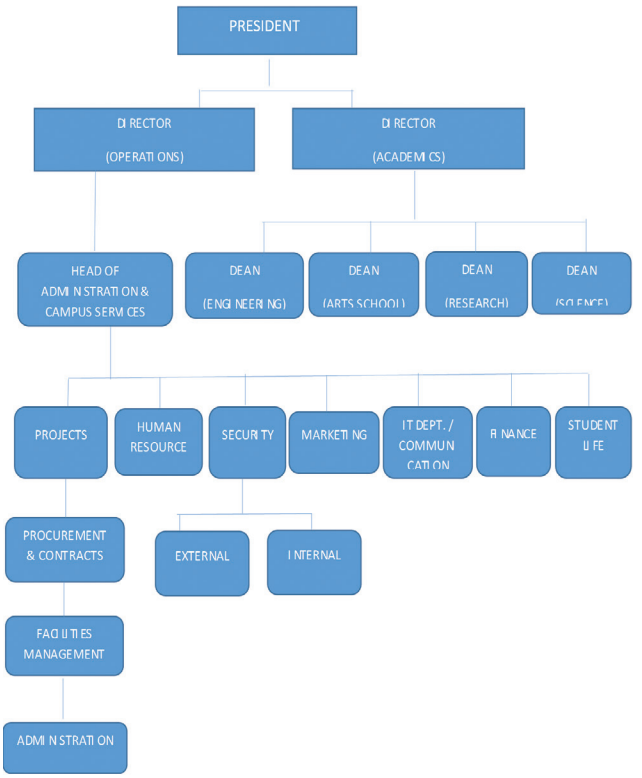
They realized the growing ratio of students and inability of the education industry to absorb the talent. Majority of students belonging to different high school backgrounds especially Sindh board prefer to get admitted to a government funded university because the main constraint is the finances.

For future plans, the university wants to build another campus for which they have purchased land, and expansion of programmes is in pipeline.

How can the founders under the supervision of Habib Group achieve their goals in long run? Will the competition inculcate these points to provide a superior value? Will their premium fee structure that is quality education for a quality price, be able to attract masses?

ANNEXURE

Management Hierarchy



Mapping the Management System of HU

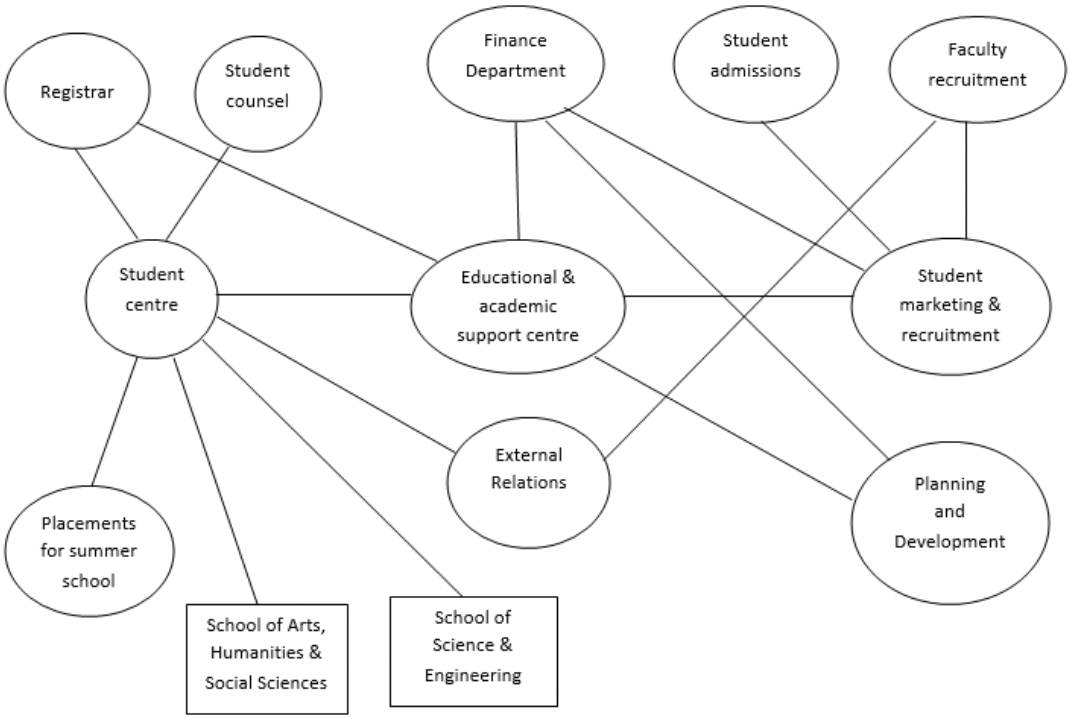


EXHIBIT 1- Fee Structure of Industry

University	BS computer science	BS CSD	BS social development and policy/anthropology/sociology/liberal arts	BS Electrical Engineering
SZABIST	76,800		86,400	
NED	16,640			16,640
LUMS	272,400		272,400	272,400
Bahria	80,800		90,340	118,180
IBA	128,500		128,500	
Habib University	600,000	450,000	450,000	600,000

EXHIBIT 2- Target market of HU

Occupation	**High school graduates, young professionals.**
Age Groups	18-24
Income Class	SEC A and B
Gender	Male and Female
Region	Urban and sub urban population
Facilities	Research assistance, financial assistance and student employment opportunity, transport availability, highly qualified faculty, student council, e-library, Hostel facility, HU wellness center, Career excellence counseling

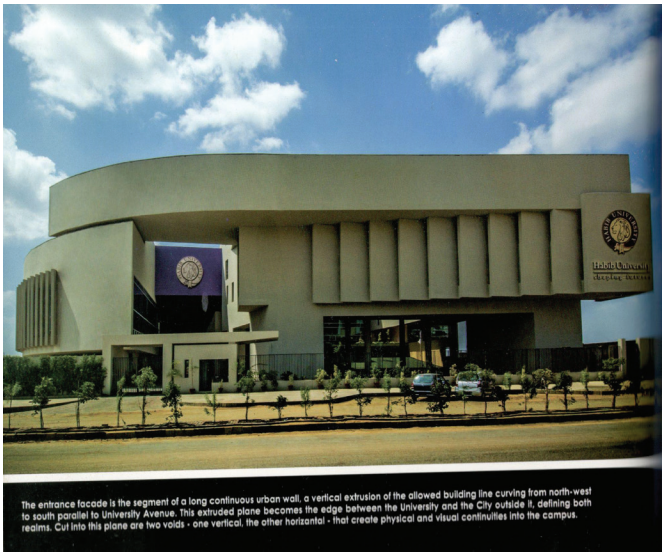
EXHIBIT 3- Fee Structure of HU

Undergraduate Programs 2015-16

One Time Cost	**Amount in PKR**
Enrollment Fee (One-time payment to be made at the time of confirming your admission at Habib University)	75,000
Security deposit (refundable)	25,000
Per Semester	**Amount in PKR**
Tuition	450,000
Lab Fees (only for the students of School of Science and Engineering)	150,000
Transport Fee (If University Transport is availed)	18,500

EXHIBIT 4- Location and campus of HU

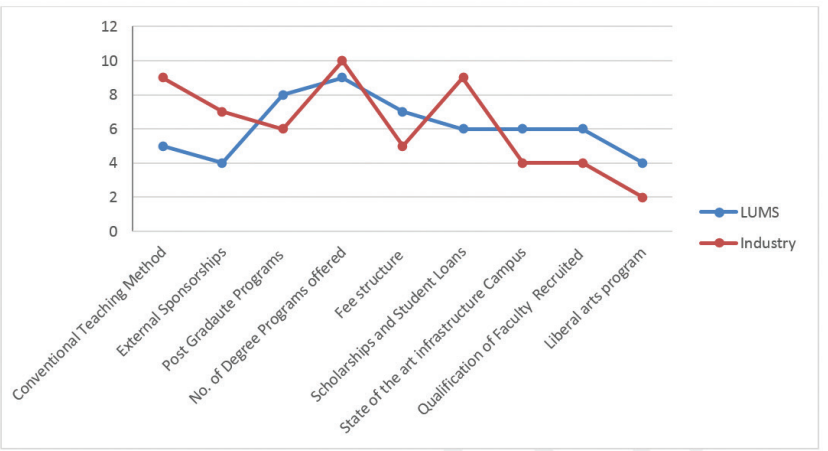
Seen from the north, The HU building steps up to form a continous front towards the city

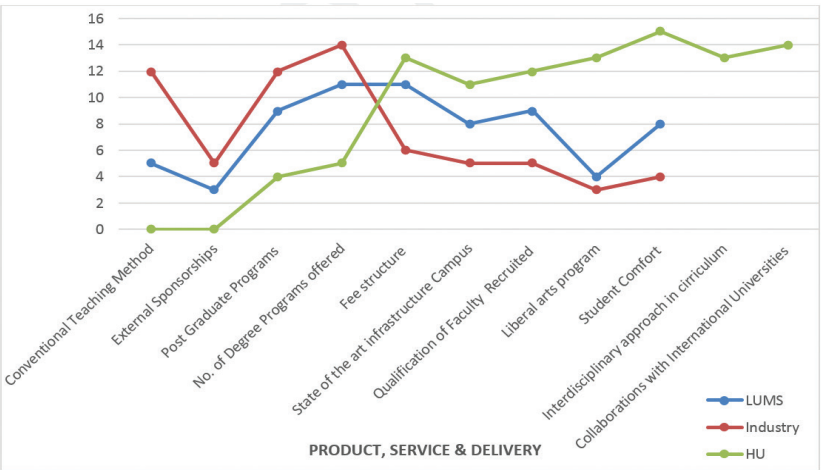


The entrance facade is the segment of a long continuous urban wall, a vertical extrusion of the allowed building line curving from north-west to south parallel to University Avenue. This extruded plane becomes the edge between the University and the City outside it, defining both realms. Cut into this plane are two voids - one vertical, the other horizontal - that create physical and visual continuities into the campus.

EXHIBIT 5– Advertisement in Dawn newspaper

EXHIBIT 6– Strategy Canvas





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